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ABSTRACT

Based on an informal survey of 26 small national library associations, this paper examines "twinning" (i.e., a formal substantive collaboration between two organizations) between library associations in general and with particular emphasis on the small associations' experience. It examines their characteristics and discusses the perceived benefits and challenges such a twinning partnership provides. The paper advances the view that the challenges can be overcome and that there are a set of circumstances that create successful twinning. It ends by discussing the role of small associations in fostering this success and makes recommendations on ways large associations and IFLA/RTMLA (International Federation of Library Associations and Institutions/Round Table on the Management of Library Associations) can assist in the endeavor. A list of associations surveyed is appended. (Author/MES)

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Can "twinning" be applied effectively to small Library Associations?

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Abstract:

Small associations bring unique perspectives to any twinning discussion. This paper examines twinning between library associations in general and with particular emphasis on the small associations experience. It examines their characteristics and discusses the perceived benefits and challenges such a twinning partnership provides. Are the obstacles facing small associations too formidable? The paper advances the view that the challenges can be overcome and that there are a set of circumstances that create successful twinning. It ends by discussing the role of small associations in fostering this success and makes recommendations on ways large associations and IFLA/RTMLA can assist in the endeavour.

INTRODUCTION

Madame Chair, colleagues on the platform and in the audience, I wish to thank the RTMLA for inviting the Commonwealth Library Association (COMLA) to represent small associations at this discussion of twinning at IFLA 2001.Small associations bring unique perspectives to any twinning discussions. By virtue of the spread of its members in 52 of the 54 Commonwealth countries (former British colonies) and its high number of small national associations, ranging from a membership of 17 to 300, it is well equipped to speak on their behalf. COMLA, founded in 1972, is an association of national library associations. It is funded by the Commonwealth Foundation and is one of the few Commonwealth Associations with headquarters in a developing country. Despite the existence of a few affluent countries among its members, and the progress made over the years, many countries are still poor and face acute problems. They are described in the "Harare Declaration" of Commonwealth Heads of Government, which seeks to address these problems, as having "excessive population growth, crushing poverty, debt

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burdens and environmental degradation and the smallest of these are very vulnerable because of their small societies." (29)

There is as we know, no easy solution to these societal problems but any initiative that attempts to promote dialogue between cultures, to bridge the growing divide between the information rich and the information poor through partnerships, is timely and appropriate. Hopefully, from these discussions a blueprint will emerge on what needs to be done in the future to assist small library associations everywhere to empower themselves, increase their capacity to deliver and become engines of growth and change in the knowledge society. In the words of the President of the Malawi Library Association, " *the discussions are very welcome and we look forward to the outcomes.* " I cannot claim to represent small associations everywhere, but I hope there is enough common ground with which other small non-commonwealth associations will be able to identify.

At the onset, I would like to define twinning and set it in a general framework for purposes of discussion. I will then look at the characteristics of small associations and discuss their perception of the benefits and challenges of twinning. Will the hurdles prove too formidable or, is there a set of circumstances that could be created to make association to association twinning fully viable? What is the role of small associations in creating a win-win model? Are large associations doing enough? How best can they help? The paper ends with recommendations to the **IFLA/ RTLMA** for strengthening its impact on members and the leadership in associations.

DEFINITION

As the first speaker, it will be useful for me to spend some time discussing what twinning is. Twinning can be many things to different people – it can mean a mentoring relationship where the more experienced party mentors the other, an agreement where personnel is exchanged, or simply an information sharing arrangement between two parties. It can be a loose relationship on an ad hoc basis, or a more formal one drawn up in writing. In terms of geography, twinning has traditionally been applied to inter- country relationships but it may also be applied to relationships within the same country. A general definition of twinning can be found in the Interagency Coalition on AIDS and Development publication, Beyond Our Borders: Guide to Living for HIV/AIDS Organisations. There, twinning is defined as *"a formal substantive collaboration between two organisations*" (ch.1). A few words in the definition are worth examining. **Formal** means that twinning can be a verbal or written arrangement. **Substantive** highlights the fact that twinning is not just one contact but a connection that lasts over a period of time, in other words, something that is sustainable. **Collaboration** implies that partners work together on a specific programme with each contributing as able, for instance in a research project. Other examples include working together to set up a new service, to organise a campaign, in co-publishing ventures or in social projects that help to make a difference in society. Collaboration openly acknowledges the importance of each partner for the success of the venture.

In a library context, twinning has been defined as the on-going relationship between two **[library associations]** in different countries for the purpose of improving the practice of librarianship across national boundaries. The twinning relationship we are told should have mutual but not necessarily equal benefits to both **[associations]**. (Doyle and Scarry 3). The emphasis in the latter definition on relationships would also imply that both partners should be accorded mutual respect.

General perspectives

The origin of the twinning of libraries concept has been described by Sheila Lampart in her paper Twinning of Libraries: Objectives Relating to Public, School and University Libraries. It will therefore be sufficient here to mention that it is a recent development born out of twinning experiences between cities and out of the movement of resource sharing for the betterment of library services globally. Further

developments have been triggered by advances in information and communication technologies which instantaneously link those with access to the technology, making it possible for the average citizen to be exposed very quickly to what obtains outside his or her national borders. Side by side with this phenomenon, has been growing recognition in both rich and poor countries that no single institution or association on its own is able to satisfy completely the information/knowledge needs of an increasingly diversified and global- thinking stakeholder. In view of these trends, it is not too surprising that we see renewed focus on strategic links, alliances and partnerships to help bring about better fulfilment of our goals.

In 1991, Nancy John reported on twinning projects in which IFLA members had been engaged between 1984 and 1989. The publishing of the Guidelines on twinning by UNESCO in 1994, the success stories of the Sister Libraries in the USA [1], the developing of the IFLA international database[2] to act as a focal point for libraries seeking a potential twinning partner, the seminar on library twinning held in Jerusalem in 2000[3], were all landmarks in the evolution of library to library twinning. There have also been several cases of successes by individual institutions and networks that initiated agreements with compatible partners.

While there have been many examples of successful library to library twinning arrangements, there does not appear to have been much twinning in the defined sense, between library associations (I believe you will hear of one such relationship between the Zimbabwe Library Association and the Swedish Library Association in the RTMLA Workshop). Much more has been seen of associations donating books or equipment to a particular institution, supporting the attendance of individual/s at a conference or workshop, or in some cases participating in an allied activity within a country. The Zimbabwe International Book Fair (ZIBF) is one such activity[4]. Since 1998, the IFLA Round Table for the Management of Library Associations (IFLA/RTMLA) has tried to collect information on twinning/mentoring partnerships of library associations. However ,the project has been dogged by lack of information and has been abandoned in favour of creating a document on how to start a twinning mentoring project accompanied by examples of successful relationships. Perhaps other associations with twinning experiences could share these, as both success and failure will be useful in accumulating information on association to association twinning.

SMALL LIBRARY ASSOCIATIONS

The aspirations of small library associations in developing countries are similar to those of small and large associations everywhere. They seek to provide leadership for the profession, develop and improve library and information services within the country and improve the salary and status of librarians. While there is a commitment on their part to fulfil these goals, there are several challenges that prevent their realisation.

CHARACTERISTICS

Many small associations perform fairly well, in spite of their small number base because they have a small band of enthusiasts who believe in and work for the betterment of the association. Such associations could certainly benefit from a partnership which helps to stretch their limited resources and assist them in operating at a higher level for greater impact. The following are additional characteristics of small associations in the Commonwealth:

- Limited funds or none at all
- Volunteers as managers of the association
- Absence of full time office or secretariat

- Low image within the country
- Irregular publications or none at all
- Lack of computers or other equipment
- Changing addresses
- High degree of member apathy

These characteristics were arrived at by virtue of frequent contact with the associations and from the results of a survey that had been conducted in 1997 [5]. One should be aware of these as they can at times pose challenges in building and sustaining relationships.

Despite the characteristics outlined above, it is important to note that there are important differences between small associations. Some associations have performed at a relatively high level and should be identified and assisted to enhance their capability and impact as models for associations in resource- poor countries. There
are others which started out well but which are faltering, that is, they started out well but need to partner with another association, to help them to become sustainable. There are still others that need help in setting up an association as the few professionals in the country seem to operate in isolation - the Bahamas seems to be an example of the latter as also is the Cook Islands in the South Pacific which reported having 13 libraries but no association. In summary, there are many real problems in small library associations and despite the progress that has been made, all require assistance in one form or another to become strong and sustainable .

BENEFITS OF TWINNING

According to Lampart, twinning should contribute to enrichment and enhancement of services, increased knowledge and understanding of indigenous cultures, personal growth and development of individual staff members, greater interaction between professionals, the sharing of strengths and addressing weaknesses (32)

In March this year, I conducted an informal survey of some 26 small national associations (Appendix 2) within COMLA to get "on the ground" information on what these associations would perceive as benefits of twinning. Because of time constraints, I selected from those which had active email addresses. Of this number, 20 replied. The following benefits reflect the interests of small associations and include:

- Exchange of visits or attachments
- Improved access to information on library association management
- Expanded leadership training opportunities
- Exchange of information/publications
- Exposure to advanced and up to date technology and benefiting from such services as hosting a web page
- Opportunity to share techniques for problem solving

It is worth noting that some small associations also sought benefits that were specific to their environment e.g.:

- **Fiji** – Sharing information on library association management with emphasis on fund raising through foundations
- **Jamaica** – Assistance in seeking funds for setting up a secretariat
- **Kenya** - Promotion of writings and publications by members of the Association
- **Lesotho** - Assistance with the payment of IFLA fees and with the setting up of the office centre

- **Malawi** - Assistance with training of members ,as most are not professionally trained and there is no library school in the country
- **Malta** - Twinned association members would give talks when visiting Malta and share experiences of the practice of the profession elsewhere.
  - Share experiences and contacts in specialised areas of the profession.
  - Facilitate the visits to libraries and other related institutions when twinned partner association visit each other's country.
- **Papua New Guinea** -
  - Funding for the establishment of a secretariat to co-ordinate in - house
  - training
  - How to conduct membership drives and provide incentives for rural
  - communities and school libraries

Many of the expectations here are not in keeping with the electronic networked environment in which we live and serve to highlight further the significant differences of perspective and experiences between associations in the developed and developing world.

WHAT WOULD SMALL ASSOCIATIONS BE ABLE TO OFFER IN RETURN?

All associations which responded to the survey, were willing to offer benefits in return. The most frequently chosen options were:

- Acquiring selected local materials, books, newspapers, CD's, etc.
- Co-hosting any local seminar/workshops by providing local expertise
- Facilitating exchange of cultural/library related visits
- Offering cheaper meeting venue for some conferences.

Of the reciprocal arrangements small associations are able make for their twinning partners, it is likely that some associations may be able to offer one or a combination of the above services or others, for instance- cultural exchanges, as requested. Others may only be able to offer one with any reliability and regularity and it would therefore be in the interest of both partners to tailor exchanges to what is manageable and adds value to their environments.

CHALLENGES TO SUCCESSFUL PARTNERSHIPS

Among the challenges to successful association twinning are the following:

- The priorities of some small associations may not synchronise with those of prospective partners. It is instructive to note that, the lack of a secretariat and permanent staff as well as lack of funds to execute parts of any agreement ranked high among their areas of priority. These may not be priorities for some partners.

- Lack of large numbers of adequately skilled persons to implement programmes and services on an ongoing basis could frustrate partners and lead to premature withdrawals because of long implementation delays.

- Underestimating difficulties and the complexities that may be involved in a potential partnership. There are the problems that relate to cultural differences and the pace at which different societies do different things.

- Problems relating to availability not only of foreign but also of local currency as most associations have no budget or serious financial provision

In addition, the GLOBAL recommendations of the IFLA Section on Education and Training, Social Responsibilities Group[6], outline many of the key issues that face librarians and library associations in the developing world, and these in themselves represent formidable challenges for twinning partnerships.

These challenges beg the question – who has patience for all this? If we as a profession seek to be at the cutting edge of the knowledge society, we have no choice but to be patient. Until library associations everywhere are equipped to execute the functions expected of them in civil society, our image as a profession will remain a topic for discussion.

WILL FORMAL TWINNING WORK?

There is no doubt that small associations perceive twinning to be a beneficial endeavour. The issue then becomes, given their fragility, is it possible for successful library association twinning to take place? There really is no simple yes or no answer. In the case of libraries, we have seen many twinning arrangements that work -Martin Kesselman's account of those of Sci-tech libraries, the Sister Libraries success stories and those of many individual libraries are cases in point. Despite these successes however, one has also seen examples of library twinning arrangements that did not work.

The Jamaica Library Service (JLS) the national public library service in Jamaica, has had one example of success and one of failure with a library to library twinning. The success story involves the Miami-Dade County Library which has a large Caribbean population as part of its clientele. The JLS did not actively seek a partner for twinning and the initiative seems to have been started as part of the Sister Libraries programme. The Kingston and St Andrew Parish Council (KSAC) which is the local government authority with responsibility for the twin city relationship between Miami-Dade and Kingston received a request for an exchange of storytellers as part of a cultural exchange programme. This was then passed on to an official in the Ministry of Education, who fortunately knew that the Public Library Service was the appropriate venue for this cultural exchange. She then made contact. The usual problems of lack of funds for air fares and accommodation were overcome, because the librarians from Miami-Dade wrote up a project proposal and raised funds to finance tickets for both their storyteller and the two who were to be sent from Jamaica. For their part, the Jamaica Library Service arranged the professional programme for the visit, for accommodation, and for social events that would expose the visitor to the culture of the country, which for a tourism-focused environment was also beneficial. Subsequent correspondence indicated that the Miami-Dade Library assessed the exchange as being very successful. Both libraries will exchange videos of the visit and attempt to continue the relationship. Despite the fact that the partnership was not solicited and was rather roundabout in nature, success was achieved.

There are also unsuccessful ventures. The JLS, which has been frequently cited as a model public library system for a developing country has had a twinning partnership that did not work. In spite of the contact established through the IFLA database with a proposed partner in Tanzania, there was not much response from the other partner. When it became evident to the Jamaica Library Service, that the main objective was to observe the Jamaican system, no funds were available on either side to support the airfares that would be required for travelling and it therefore was not surprising that the partnership died a natural death.

There is not much evidence to show on formal twinning of library associations but there is enough to show that informal relationships have been handled quite successfully in the past and there is reason to believe that with commitment on both sides, the same could apply for formal twinning arrangements. (Appendix 1 gives two examples of informal associations from Jamaica). In the countries that were

surveyed, library to library twinning is likely to stand a better chance of success as the organisational infrastructure tends to be more permanent, gives visible support and lends authority to an agreement despite lack of funding and other problems. Library associations in these same countries face greater challenges, when one considers that they have no budgets, secretariats are non- existent or peripatetic and that volunteers are few and come and go at will. It would appear then that more commitment, sensitivity, flexibility, creativity and teamwork would be needed on both sides if the partnership were to succeed and make a positive difference. This point cannot be over-emphasised.

FACTORS LEADING TO SUCCESS IN TWINNING ARRANGEMENTS

Associations can learn much from the successes and failures of libraries. In all the cases I have looked at, the driving force towards success has been much more about "commitment" and "enthusiasm" for the cause than about the presence or absence of resources. Other prerequisites include basic knowledge and understanding of the partner's library environment. This helps in minimising the problems that can arise because of national or cultural biases.

For instance in most territorially small nation states in the Commonwealth, there usually is one national association that represents librarians from university, public, special and school libraries. A few are large enough to have specialised sections of school and special librarians, but these usually form an integral section of the national library association. Jamaica is one of the few small countries (Area 10,991 sq. km) that has a second library association - *Association of Librarians of the Jamaica Library Service* (ALJALS) - an association of public librarians formed to negotiate for the welfare of the librarians employed by the Jamaica Library Service as an institution. Mauritius is another example where in addition to the Mauritius Library Association, which has traditionally been regarded as the national association, there is also a second library association - the *Association of Professional Librarians of Mauritius* which was founded in 1992. Under normal circumstances, one would establish links with a national association. Where there is more than one association in a country however, it is politic to understand the role of each before formalising contemplated external twinning agreements.

KEY REQUIREMENTS FOR SUCCESS

- ✓ Knowing unambiguously what your goals or objectives are and what to expect from the twinning relationship.
- ✓ Finding a partner whose needs correspond to some extent with what you can offer (This is often the most challenging part).
- ✓ Selecting the right (committed, enthusiastic) person to spearhead the team effort, monitor and execute terms of the agreement.
- ✓ Identifying at the outset what possible resources are available on both sides.
- ✓ Being flexible on both sides with each partner willing to make adjustments according to the need.
- ✓ Providing opportunities for cross-cultural visits/attachments.
- ✓ Assisting in seeking funds, where there is no access to resources to facilitate collaboration to effect critical components of any agreed on programme.
- ✓ Persisting under any set of circumstances, to give the agreement a chance to work and to be worked at.

From the situations I have described earlier, the odds would seem to be weighted in favour of north-south partnerships, which tend to be between developed and developing, between the resource rich and the resource poor, between the North and the South. I believe however that there can also be partnerships between East and West, North and North, South and South as long as these involve reaching out to satisfy a need and improving the quality of service. In some cases, south -south partnerships may even be quite beneficial, because common bonds of culture, history, language, and socio-economic development levels, may already exist. Development patterns of associations may also be similar and valuable exchanges of problems and solutions can take place. In many of our countries, however, there is a perception that the impoverished have nothing much to offer or exchange with the impoverished and scant interest is demonstrated in such liaisons, which is unfortunate.

For example, in November last year, I had the occasion to address the Pacific Islands Archives and Library Association (PIALA) annual conference in my capacity as representative of both COMLA and the RTMLA. It could probably be argued that by virtue of numbers and longer association life, there are many areas in which PIALA could learn from the Caribbean, but in my opinion, the Caribbean could certainly learn much from the effectiveness of information exchange through the PIALA list-serve. Again, no formal twinning arrangement exists between the Library and Information Association of South Africa (LIASA) and ACURIL (Association of Caribbean University Research and Institutional Libraries but because of relationships established by the COMLA President in her visits to South Africa, a group of the Library and Information Association of South Africa(LIASA) members will, at her invitation and their expense, be attending the ACURIL 2002 Conference in Jamaica. This will provide an unparalleled opportunity for some 40 associations from the south to exchange ideas in many areas. Distance and travel funds appear to be major obstacles, and for this there needs to be an independently established fund from which associations not having resources, could be assisted from time to time to further the objectives of association twinning.

WHAT ARE THE RESPONSIBILITIES OF SMALL ASSOCIATIONS?

In any prospective twinning partnership, small associations have a responsibility to poise themselves to participate meaningfully in the relationship. Twinning works better where there is a properly constituted professional body with which partners can interact reliably and on a sustained basis. Regular meetings of executives must be held to take decisions and execute commitments, and reliable communication systems need to put in place in the form of a permanent postal or email addresses, fax or telephone numbers, to facilitate communication between partners. Some promotion of the benefits that can accrue from such partnerships must be done within and beyond associations to enlist support and active participation from members and from communities. Members have to be convinced that this particular initiative will be rewarding to their association, to the country and to themselves as professionals.

One must appear to be responsive and committed if positive results are desired. A few years ago COMLA approached the Association of Assistant Librarians in the UK (now the Research Development Group of the LA) to seek its assistance in paying subscription fees for some COMLA members who were in arrears, and it generously agreed to do so. The respective associations were then asked to contact the donors directly. I believe one of the associations did and nothing was heard from the others. If one does not grasp opportunities that present themselves, one cannot then, in fairness, blame the failure of a relationship on anyone but oneself. Partnerships need to be worked at from their inception if these are about building relationships.

THE ROLE OF LARGE NATIONAL ASSOCIATIONS

Large national associations have an important role to play in the development and empowerment of smaller national associations. Of the 137 national association members of IFLA, there are a few which by

virtue of their numerical and resource strength, are able to have international programmes independently of those of international associations like IFLA. The ALA, the Library Association, UK, Danish Library Association, Swedish Library Association, Norwegian library Association, Special Libraries Association and the Dutch Library Association are a few that come to mind. Many of these associations have contributed much through the years not only to the development of the profession outside their borders but also to that of associations by making their knowledge expertise and goodwill available. They have spoken out, often tangibly for the case of improving the information access situation in developing countries. The latest initiative by the Swedish Library Association[7] to provide funding for RTMLA Executive Committee members from developing countries to attend meetings and to pay IFLA fees for PIALA is typical of the outreach activities of some of these associations.

One way in which large associations can have the greatest impact is in empowering small association leadership. They could assist such associations to " develop effective library programmes and services that meet the needs of library users and advance societal objectives and interests, ensuring public access to information, preserving and protecting cultural resources." [8] There are many ways in which this assistance can manifest itself. These include training and skills development, supportive advocacy and lobbying on social and professional issues e.g. literacy, freedom of access to information, improving connectivity to the internet or in practical donation of computer hardware and software where that will make a difference to the capacity of an association.

THE ROLE OF THE RTMLA

As the IFLA Round Table responsible for the Management of Library Associations, RTMLA has a special interest in activities designed to improve associations' offerings world-wide in IFLA member countries. The first goal in its Medium Term programme, 1998-2001 seeks to "encourage library associations to provide leadership in addressing important social issues such as open access to information, rights of users, freedom of expression, management of intellectual property, and copyright matters." Twinning offers an opportunity for greater capacity building in associations, and for broadening horizons and outlook on both sides and the above should be pursued more actively. Among the activities RTMLA could consider are the following:

- ✓ Encouraging RTMLA Executive Committee members whose substantive positions involve travelling overseas to establish links with National Associations /Regional Associations and offer their expertise in the form of lectures, talks, workshops on the issues of the profession. This has been done in Jamaica and can be repeated elsewhere(Appendix 1+2)

- ✓ Establishing a presence independently or jointly with larger national associations at regional library association conferences in Africa, Americas and the Caribbean, Asia, Europe, and the South Pacific. This could take the form of participating in exhibitions, conducting workshops, presenting papers, as the international networking opportunity provided on such an occasion is often the only one for some professionals.

- ✓ Maintaining a directory of twinned library and information associations. This will be very useful in reducing duplication of effort and in guiding those who need some guidance.

- ✓ Establishing a "Small Library Association Development Fund," which offers some funding support to twinning initiatives especially in situations where such funding is likely to make a critical difference between success and failure.

- ✓ Collaborating with larger national associations that have international arms or agendas as well as with other international associations to minimise duplication of effort and allow for a greater spread of benefits within IFLA member countries.

- ✓ Lending support to CE and DE efforts globally where these involve the development of association leadership.

CONCLUSION

There is a positive perception of and general support for the idea of twinning by small associations. The recorded success stories of the Sister Libraries and the instances of success recorded in the literature by individual libraries and networks indicate that twinning can and does work. The lack of success in some instances even when apparently suitable matches have been made suggest that some of the difficulties are not easily overcome or can only be overcome with outside assistance. Small associations are cognisant of the benefits they can obtain from these relationships and know what they are able to offer in return but as the Jerusalem summary report concludes, it is not always easy to put the ideas of twinning into practice.

There are many challenges that arise because of underdeveloped economies, lack of resources, lack of adequate information infrastructure, small numerical memberships, lack of volunteers. Some appear formidable indeed but, with enthusiasm and understanding and a willingness to work at sharing and succeeding, much progress can be made. The potential of library association twinning therefore needs to be much more fully explored.

I believe my presentation would be incomplete without mentioning that I am passing on to the RTMLA data received from participants in my survey. The document assembles details of responses received and provides a list of associations wanting to participate in a twinning arrangement together with their email addresses, fax and phone numbers and preferred countries for further contact if desired. I suggest a start be made with association to association pilot projects in each of the IFLA regions. From these pilot projects, much can be learned for setting up a best practice model.

rom around Jamaica to attend what was termed a *Professional Development Seminar on Advocacy* and charged fees that would help offset expenses. Both the local profession and the RTMLA agreed that the meeting exceeded expectations. Several benefits were obtained among them the fact that the president of the local association was invited to be an observer at the RTMLA meeting. Most importantly though, it was the start of a good relationship. It generated income and though not formally dubbed a twinning partnership by the library associations involved, it could in fact be termed as the start of one. The point I wish to emphasise is that loose informal, ad hoc relationships are a good launching point for more formal twinning agreements. For one, these provide some insight into an association's capacity and help in determining the levels at which twinning relationships between library associations would be meaningful.

APPENDIX

List of Associations Surveyed

1. Botswana Library Association (BLA)
2. Kenya Library Association (KLA)
3. Lesotho Library Association (LLA)
4. Malawi Library Association (MALA)
5. Mauritius Library Association (MLA)
6. Swaziland Library Association (SWALA)
7. Zambia Library Association *
8. Zimbabwe Library Association (ZLA)
9. Gambia Library and Information Services Association (GAMLISA)

10. Ghana Library Association (GLA)
11. Sierra Leone Association of Archivists and Information Scientists (SLAALIS)
12. Library Association of Barbados (LAB)
13. Belize Library Association *
14. Library Association of Bermuda (LAB)
15. Grenada Library Association (GLA)
16. Guyana Library Association (GLA)
17. Library and Information Association of Jamaica (LIAJA)
18. Library Association of Trinidad & Tobago (LATT)
19. Library Association of Bangladesh *
20. Brunei Library Association *
21. Sri Lanka Library Association *
22. Cyprus Association of Professional Librarians *
23. Malta Library and Information Association (MaLIA)
24. Cook Islands National Library[1]
25. Fiji Library Association (FLA)
26. Papua New Guinea Library Association (PNGLA)

* *No response received.*

ENDNOTES

[1] Initiative of Sarah Long, 1999 president of the ALA which is based on the notion that if libraries partner across borders, everyone can benefit and learn from each other. The ALA partners with The US National Commission on Library and Information Service and Sister Cities International in this program.

[2] An international twinning database developed and maintained by the IFLA Programme for Universal Availability of Publications (UAP) between 1996 and for libraries seeking prospective partners. The database has since closed down.

[3] The workshop, "Links Between Libraries: Twinning, Networking and Partnerships" , was organised by the IFLA Core Programme for UAP and the IFLA Round Table on Continuing Professional Education during the IFLA General Conference in Jerusalem, 13th August 2000.

[4] The American Library Association has collaborated with the organisers of the Zimbabwe International Book Fair (ZIBF) to provide support for American Librarians to attend the ZIBF fairs since 2000.

[5] Survey of National Associations by Norma Amenu-Kpodo and Michael Wooliscroft done in 1997 for IFLA/RTMLA.

[1] No Library Association exists. In COMLA, Public or National Libraries are asked to act on behalf of an association until one is formed.

[6] The Group first met in Copenhagen in 1997 and its main priority was to address the growing gap between the information rich and the information poor both between countries and within countries. Recommendation 10 refers to associations and their addressing of the information gap issues.

[7] The Swedish Library Association is funding a one-year IFLA membership for The Pacific Islands Library and Archives Association (PIALA) as well as the participation of an officer of IFLA Roundtable for the Management of Library Associations who is unable to financially support attendance at the RTMLA meetings.

[8] Refers to the list of professional priorities adopted by IFLA Professional Board in 2001.

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